

**BUSINESS SERVICES ORGANISATION**

**Minutes of Proceedings**

The one hundred and fifty second meeting of the Board of the Business Services Organisation was held on Thursday 26 May 2022 at 10.30am via Video Conference and in the Boardroom, BSO HQ, 2 Franklin Street, Belfast.

**Present:**

Mrs Julie Erskine (Chair)

Mr Robert Bannon	Mrs Karen Bailey (Acting Chief Executive)
Mr Mark Campbell	Mrs Paula Smyth (Director of HR&CS)
Miss Patricia Gordon	Mrs Karen Bryson (Director of Finance)
Mr Sean McKeever	Mr Martin Bradley (Interim Director of Operations)
Professor Dorothy Whittington	

**In Attendance:**

Miss June Turkington (Interim Chief Legal Adviser)  
Mr Mark Bradley (Interim Director of CCP)  
Miss Amanda Mills (Board Secretary)  
Mr Craig Young – Programme Director, HSC Digital and Mr Danny Hillen – Deloitte (for agenda item 8)  
Mr Andrew Jaminson and Mr David Melville – PA Consultants (for agenda item 9)

**1. Welcome/Apologies**

An apology for absence was received from Ben Doran.

**2. Conflicts of Interest Declarations**

There were no conflicts of interest declared.

**3. Minutes of BSO Board Meetings held on 28 April 2022**

The minutes of the Board meeting held on 28 April 2022 were agreed as a true and accurate record of proceedings.

**4. Board Action Template – Paper BSO 30/2022 refers**

Members noted the contents of the Board Action Template.

**5. Chair's Business**

The Chair briefed members on key meetings she attended during the month of May. In particular she thanked NED colleagues for attending the recruitment and selection training

facilitated by the Learning and Development team in HR. She advised members that the shortlisting for the Chief Executive post took place prior to today's Board meeting and thanked Mr Bannon and Miss Gordon for agreeing to sit on the interview panel.

#### **6. Acting Chief Executive's Report**

The Acting Chief Executive, briefed members on key meetings she had attended over the month of May. The HCL Sungard issue continues to be the key priority and members were briefed on the action being taken to ensure continuity of service.

The Acting Chief Executive assured members that members will be kept apprised of this matter until it is completely resolved.

#### **7. BSO Financial Strategy 2022-23 – Paper BSO 31/2022 refers**

The Director of Finance presented paper BSO 31/2022 which set out the financial strategy and opening budgets for 2022/23 financial year. The Director of Finance reported a forecasted breakeven budget for 2022-23. She also confirmed the agreed MOU with the SPPG to support the hosting arrangement that the forecasted income and expenditure will be an equal and opposite for the staffing costs circa £45m and consolidated into the final year-end financial statements for 2022-23 and will not be a risk to BSO breakeven. The DoF briefed members on the process to formulate the budget which is linked closely with the production of the BSO SLA and Service Offering which will be sent out to customers. Members recognised the challenging year ahead especially with the absence of the NI Executive and the lack of an agreed budget. The DoF informed members that the DoH has allocated every HSC organisation with a contingency planning envelope until a formal budget has been agreed. Members voiced their concerns on the funding pressures on the HSC budget and recognised that 2022-23 may prove to be a difficult year for the HSC and BSO, taking into consideration the unpredictability of inflationary pressures and managing the Encompass budget. The Chair stated what if required she would call an additional Board meeting if there were any significant changes to the budget once formerly approved.

Members approved the Financial Strategy for 2022/23.

#### **8. BSO Digital Strategy 2022-2027 – Paper BSO 32/2022**

Members received a further update on the BSO Digital Strategy for 2022-2027 from Craig Young, Programme Director, HSC Digital and Mr Danny Hillen, Deloitte and presented the final version of the BSO Digital Strategy for members approval. It was noted that both SMT and BDC at its meeting on 16 May 2022 had considered and recommended the strategy document be presented to the Board for formal approval. Members welcomed the strategy document which set out a clear roadmap on how to transform and innovate the delivery of digital transformation across HSCNI.

Members approved the BSO Digital Strategy for 2022-2027.

#### **9. Strategic Review of BSO – Phase 2 – Final Deliverable – Paper BSO 33/2022**

Members received a presentation on the BSO Strategic Review Report – Phase 2 from Mr Andrew Jaminson and Mr David Melville, PA Consultants. Members were briefed on the approach taken by the consultants on the review which followed on from Phase 1 of the Strategic Review which was approved by the Board in October 2021. Phase 2 of the Review was initiated

in February 2022 which commenced the groundwork for BSO's planned transformation journey by developing 3 key outputs to underpin the next steps for the organisation:

- A Case for Change to define a consistent narrative for the transformation;
- A Transformation Plan to align internal BSO stakeholders; and
- Tier 3 Organisation Design to define an agreed structure for the future BSO organisation.

A detailed discussion ensued during the presentation regarding the potential cost of the implementation of phase 2 of the review over the next five years and communication process to relay the outcome of the Review to both internal and external stakeholders. The Chair stated that once the review has been approved she will immediately initiate the recruitment exercise for the permanent Chief Executive position, and plans to have all the interim senior executive posts recruited on a permanent basis by January 2023.

Members approved the recommendations from Phase 2 of the Review and it was agreed that the review would become a substantive agenda item for the Board

#### **10. Corporate Balanced Scorecard – Paper BSO 34/2022 refers**

The Interim Director of CCP presented paper BSO /2022 which set out the performance of key service areas in the BSO for the April 2022. The Interim Director of CCP highlighted the measures with a red RAG rating and explained the circumstances which led to the evaluations.

The Chair reminded members of the reinstatement of the NED/Exec Pairing exercises and urged members to meet prior to the Board workshop to review the Corporate Scorecard scheduled for early September to discuss the Key Performance Indicators (KPIs) for each service area. The Interim Director of CCP informed members that the AD CCP takes up post in early July and she will be tasked to undertake a fundamental review of the BSO's Performance Management Framework.

Members noted the BSO Corporate Scorecard.

#### **11. HSCB Migration to BSO – Update – Paper BSO 35/2022 refers**

The Director of HR&CS presented the Strategic Planning and Performance Governance (SPPG) Framework to members for information which was approved by the HSCB Oversight Board at its meeting on 9 May 2022.

#### **12. Report of BDC Meeting held on 16 May 2022 – Paper BSO 36/2022 refers**

The Chair of the BDC briefed members on the key issues discussed at the BDC meeting held on 16 May 2022. These included an update on the portfolio of ITS programmes, the HR&CS Report for year ended 31 March 2022, the BSO Digital Strategy and an update on the BSO's Business Continuity Plan (BCP).

The minutes of the BDC meeting held on 21 February 2022 were noted by members.

#### **13. Covid 19 – Exception Reports**

As suggested at last month's Board meeting the Chair advised that this matter should be removed as a substantive agenda item now that the organisation was returning to business as usual.

**14. AOB**

**14.1 *Members Declaration and Register of Interests for 2022-23 – Paper BSO 37/2022 refers***

Members noted the Declaration and Register of Members interests for 2022/23 and were reminded to inform the Chief Executives Office if any changes were to occur during the year.

**14.2 *National Go Awards – 26 May 2022***

The Interim Director of Operations was pleased to advise members of the recent success by PALs, ITS and DLS at the UK National GO Awards where they won the category for Capital and Infrastructure Project of the Year and were highly commended in the category for Procurement Team of the Year. The Chair on behalf of the Board congratulated the PALs Team.

**15. *Date of Next Meeting***

The next meeting of the BSO Board will take place on **Thursday 23 June 2022 at 10.00 am.**

The Chair stated that she would appreciate if all members would consider attending the June Board meeting in person and has asked the CX Office to try and source a larger conference room to hold this meeting.

The Chairman thanked everyone for attending and closed the meeting.

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Chief Executive

Date \_\_\_\_\_